Alberta Gaming and Liquor Commission

BUSINESS PLAN 2005-08

ALBERTA GAMING AND LIQUOR COMMISSION

The Alberta Gaming and Liquor Commission (AGLC) is a commercial enterprise within the Government of Alberta and consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization while the Board is responsible for policy and regulatory matters. The Board consists of a Chairman and six members. The responsibilities of the Board of the Alberta Gaming and Liquor Commission are defined in the *Gaming and Liquor Act*. These responsibilities are:

1. Ensuring that the operations of the Commission are carried out in accordance with the legislation and Board direction.

2. Establishing policies for the operations of the Commission. The Board also takes policy direction from the Minister and develops strategies and plans for that policy direction to be implemented effectively.

3. Reviewing and approving liquor and gaming licences and registrations.

4. Conducting hearings into matters involving licences and registrations and breaches of legislation.

The Corporation consists of administrative and operational units responsible for the day-to-day functioning of the Commission.

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VISION

The AGLC, as an agent of the Government of Alberta, works to achieve the vision of the Ministry of Gaming, namely: *A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries.*

MISSION

To ensure that gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

AGLC VALUES

The AGLC is committed to operating according to the following values. We will:

1. act with integrity and in a fair and impartial manner;
2. strive to balance social and economic responsibilities to the people of Alberta;
3. foster clear, open and courteous communications and consultations with stakeholders;
4. achieve excellence in customer service;
5. nurture a working environment that is characterized by teamwork, collaboration, and open communication;
6. be an innovative and adaptable organization that focuses on continuous improvement in the quality, effectiveness, and efficiency of our products, services and business processes; and
7. be responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

CORE BUSINESSES

The AGLC has three core businesses:

1. License and regulate liquor activities.
2. License and regulate charitable gaming activities.
3. Conduct and manage provincial gaming activities.

The AGLC is also responsible through a memorandum of understanding with Alberta Revenue to provide enforcement and investigative services related to the *Tobacco Tax Act* and the *Fuel Tax Act*.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: License and regulate liquor activities

GOAL ONE

Liquor licensing activities are effective and efficient

What it means Under Alberta's unique retail liquor model, the AGLC licenses and regulates the liquor industry according to the *Gaming and Liquor Act* and Regulation, other provincial and federal legislation and AGLC policies. The private sector operates the warehousing, distribution and retailing of liquor in Alberta.

Strategies

1.1 License eligible applicants in accordance with legislation and policies focusing on integrity and providing excellence in customer service.

1.2 Register liquor products to be offered for sale in Alberta to ensure they comply with provincial legislation, regulation and policy.

1.3 Educate licensees and registrants about the legislation, policies, and operating guidelines.

1.4 Ensure all agents and suppliers are aware of labeling, trademarks, and trade agreement requirements.

1.5 Explore and implement opportunities for enhanced electronic delivery of customer services.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of liquor licences and registrations completed within established timeframes	99.4%	98%	98%	98%
1.b Percentage of liquor industry clients who are satisfied with the level of service provided by the AGLC	94%	95%	95%	95%

GOAL TWO

Liquor activities are conducted with integrity and in a socially responsible manner

What it means The AGLC regulates all liquor activities in accordance with legislation, regulation and policy to ensure that liquor activities are conducted with integrity and encourage the responsible sale and consumption of liquor.

Strategies

2.1 Conduct regular reviews of policies in consultation with stakeholders to ensure the policies continue to protect the integrity of liquor activities and ensure Alberta's liquor industry remains progressive and competitive.

2.2 Conduct inspections of licensed premises and investigate all complaints concerning liquor activities.

2.3 Ensure compliance with federal customs and excise legislation.

2.4 Ensure all liquor revenues are collected and distributed in a timely manner and in accordance with legislation and AGLC policy.

2.5 Ensure beverage container management within the liquor industry is conducted according to the Beverage Container Recycling Regulation.

2.6 Work in collaboration with the liquor industry, the Alberta Alcohol and Drug Abuse Commission (AADAC), government ministries, and other stakeholders to develop new initiatives that encourage the responsible sale and consumption of liquor.

2.7 Work with the liquor industry to facilitate the implementation of the Alberta Server Intervention Training Program.

2.8 Work with government ministries, the liquor industry and other stakeholders to address Fetal Alcohol Spectrum Disorder.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
2.a Liquor licensees comply with legislation, regulations and policy	91.7%	95%	95%	95%

Core Business Two: License and regulate charitable gaming activities

GOAL THREE

3 Charitable gaming licensing activities are effective and efficient

What it means Alberta has a unique charitable gaming model for casino, pull-ticket, raffle and bingo events which ensures that proceeds from these gaming activities provide a benefit to the community. These gaming activities only occur when eligible charitable and religious organizations apply for and receive licences to conduct gaming activities.

Strategies

3.1 License eligible applicants in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

3.2 Ensure due diligence in the licensing process related to the eligibility of charitable organizations for charitable gaming licences and use of proceeds.

3.3 Educate licensees and registrants on gaming legislation and policy.

3.4 Work with First Nations to ensure First Nations have an opportunity to participate in the charitable gaming model.

3.5 Work with gaming operators, gaming suppliers and charities to ensure that charitable gaming activities maximize benefits to charities.

3.6 Explore and implement opportunities for enhanced electronic delivery of customer services.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of charitable gaming licences and registrations completed within established timeframes	98.6%	98%	98%	98%
3.b Percentage of gaming industry clients who are satisfied with the level of service provided by the AGLC	97%	95%	95%	95%

GOAL FOUR

4 Charitable gaming activities are conducted with integrity and in a socially responsible manner

What it means The AGLC regulates all charitable gaming activities in accordance with legislation, regulation and policy to ensure that gaming activities are conducted with integrity and delivered in a manner that encourages responsible gaming.

Strategies

4.1 Conduct regular reviews of policies in consultation with stakeholders to ensure the policies continue to protect the integrity of gaming activities and meet the needs of Albertans.

4.2 Ensure charities receive all funds to which they are entitled, that the use of proceeds are reported in a timely manner and that proceeds are used for purposes consistent with the requirements of the *Criminal Code* (Canada) and AGLC Policy.

4.3 Conduct due diligence investigations including complete criminal and financial background reviews for all gaming facility licensees and gaming suppliers.

4.4 Conduct inspections and audits of gaming licensees and activities.

4.5 Investigate all complaints and alleged violations concerning gaming activities.

4.6 Collaborate with the gaming industry, AADAC and other stakeholders to develop new initiatives that encourage responsible gaming.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
4.a Charitable gaming activities are conducted in accordance with legislation, regulation and policy	96.8%	95%	95%	95%
4.b Percentage of charitable gaming financial reports produced within established timeframes	Not applicable	Increase over 2004-05 target	Increase over 2005-06 target	Increase over 2006-07 target

Core Business Three: Conduct and manage provincial gaming activities

GOAL FIVE

5 The availability and delivery of gaming products and activities are balanced with consumer demand, social responsibility, and economic benefit to Albertans

What it means The AGLC offers a variety of provincial gaming entertainment choices to Albertans, including video lottery terminals, slot machines, and electronic bingo. The AGLC, in collaboration with the Western Canada Lottery Corporation (WCLC) also provides ticket lotteries and Keno. The AGLC is committed to ensuring that the availability of these gaming activities is balanced to meet the needs of consumers, communities and Albertans.

Strategies

5.1 Ensure the product mix, allocation and distribution of electronic gaming devices is consistent with consumer demand.

5.2 Continue to develop, implement, and evaluate responsible gaming features on electronic gaming terminals to help players better manage their gaming experience.

5.3 Conduct research into consumer attitudes and preferences for the delivery of gaming products and services.

5.4 Ensure the AGLC is appropriately positioned to address emerging technologies and gaming trends.

5.5 Enhance the return to charities by providing opportunities for electronic gaming activities within the charitable gaming venues.

5.6 Work in collaboration with the gaming industry, other jurisdictions, AADAC and other stakeholders to develop new initiatives that encourage responsible gaming.

5.7 Work with gaming retailers to improve the awareness of the Alberta Lottery Fund.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of Albertans satisfied with the availability of gaming products and activities	Not applicable	Increase over 2004-05 target	Increase over 2005-06 target	Increase over 2006-07 target

GOAL SIX

6 Gaming operations are effective and efficient

What it means The AGLC works with private sector retailers to deliver gaming entertainment choices in accordance with legislation and policy and to ensure provincial gaming operations are effective and efficient.

Strategies

6.1 Implement the approved direction regarding the WCLC and AGLC relationship.

6.2 Manage agreements with gaming retailers in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

6.3 Ensure effective asset management for all electronic gaming terminals and other gaming equipment.

6.4 Enhance the functionality of gaming reporting systems and other business management systems.

6.5 Ensure resources and supporting technologies meet the service demands of the various gaming networks and the service expectations of retailers and consumers.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
6.a Retailer satisfaction with AGLC services related to VLTs, slot machines and ticket lotteries	98%	95%	95%	95%

GOAL SEVEN

7 Provincial gaming activities are conducted with integrity and in a socially responsible manner

What it means The AGLC is responsible for the conduct and management of all provincial lotteries in Alberta under the authority of the *Criminal Code* (Canada), other federal and provincial legislation and policy. The AGLC ensures that provincial lotteries are conducted with integrity and delivered in a manner that encourages responsible gaming.

Strategies

7.1 Conduct regular reviews of policies and retailer agreements to ensure the policies continue to protect the integrity of provincial gaming activities and meet the needs of Albertans.

7.2 Ensure the security and integrity of electronic gaming terminals and other equipment through tracking key performance indicators, responding to anomalies and investigating all complaints and updating security policies and procedures.

7.3 Ensure due diligence investigations, including complete criminal and financial background reviews are conducted for new Video Gaming Entertainment Rooms and gaming terminal suppliers.

7.4 Liaise with other jurisdictions and industry to assist in maintaining integrity in Alberta's gaming industry.

7.5 Ensure compliance with federal Games of Chance Regulation and related sections of the *Excise Tax Act*.

7.6 Work with AADAC and the gaming industry to ensure gaming retailers incorporate responsible gaming information and features in gaming venues.

Performance Measures	Last Actual 2003-04	Target 2005-06	Target 2006-07	Target 2007-08
7.a Percentage of gaming integrity issues resolved within established timeframes	96.2%	90%	90%	90%

SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The strategies and actions that are undertaken to carry out the core businesses are supported by services in human resources, information systems and finance and administration.

HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The AGLC continues to align its human resource strategies with those of the government's Corporate Human Resource Development Strategy. Key strategies include:

- Providing opportunities for employees to develop a healthy balance between their professional commitments and their personal lives by continuing to examine workload issues;
- attracting, motivating and retaining the right skill mix to achieve the organization's business objectives;
- providing opportunities for continuous learning to ensure the organization has the knowledge, skills and abilities to meet current business objectives and future challenges;
- ensuring the goals and behaviours of the individual employees are aligned with those of the organization;
- enhancing performance management processes and ensuring effective employee recognition practices are in place; and
- developing and implementing succession planning to address issues such as the overall aging of the public service.

INFORMATION SYSTEMS STRATEGIES

The AGLC is an innovative user of current technology in support of our business requirements. Key information system strategies include:

- protecting revenue streams by maintaining all corporate and gaming systems with the highest levels of integrity, security and availability;
- identifying and implementing technology improvements that enhance current business requirements;
- investigating emerging technologies and developing applications to ensure that systems and infrastructure meet the growing and changing business requirements of the organization; and
- supporting skills development among staff to ensure the tools are being used effectively and efficiently.

FINANCE AND ADMINISTRATION STRATEGIES

The AGLC is committed to efficient and effective management of resources entrusted to it. The finance and administration functions encompass revenue collection and banking, financial reporting and payments, payroll, purchasing and product pricing, property and asset management, warehouse management and information security. Key strategies include:

- continuous improvement in business processes, reporting, and analysis to support overall financial management;
- developing, implementing and maintaining a corporate business resumption plan;

- enhancing the security and control for cash collection practices and treasury functions;
- liaising with retailers and consumers to resolve electronic gaming anomalies in a timely manner;
- integrating budget planning with the business and operational planning processes; and
- improving the long-term utilization, maintenance and operations of facilities.